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## **Support for Effective Cooperation and Coordination of Cross-Border Initiatives in Southwest Ethiopia – Northwest Kenya, Marsabit – Borana and Dawa, and Kenya – Somalia – Ethiopia (SECCCI)**

### **Final Project Report**

**August 2021**



*Peace Forum in Mandera Triangle. December 2018. Photo: Matteo Frontini, UNDP RSCA*

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## Project Status

<b>Project title</b>	Support for Effective Cooperation and Coordination of Cross-Border Initiatives in Southwest Ethiopia-Northwest Kenya, Marsabit-Borana and Dawa, and Kenya-Somalia-Ethiopia - SECCCI
<b>Project ID</b>	T05.491-(T005)
<b>Project start / end Date</b>	21/02/2018 – 20/02/2021
<b>Implementing Modality</b>	Regional DIM Project with NIM/IGO component
<b>Implementing Partner(s)</b>	UNDP RSCA / IGAD / UNEP
<b>Cluster name</b>	Omo-Turkana at the Kenya and Ethiopia Border (Cluster I); Marsabit-Borana and Liben at the Kenya and Ethiopia border (Cluster II); Mandera-Gedo-Doolow-Dawa at the Kenya, Ethiopia and Somalia border (Cluster III)
<b>Donors</b>	European Union - EU Trust Fund "Collaboration in Cross-Border Areas of the Horn of Africa"
<b>Project Objective</b>	To address the drivers of conflict and instability, irregular migration and displacement in the cross-border areas of the Horn of Africa through improved cross-border coordination and cooperation.

## Acronyms

ADRES	Africa Development Research, Evaluation and Strategy
ASALS	Arid and Semi-Arid Lands
BORESHA	Building Opportunities for Resilience in the Horn of Africa
CEWARN	IGAD Conflict Early Warning and Response Mechanism
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
CSOs	Civil Society Organizations
EU	European Union
EUTF	European Union Trust Fund (for Africa)
FAO	Agriculture Organization of the United Nations
ICDP	Integrated Community Development Plan
ICPAC	IGAD Climate Prediction and Application Centre
ICPALD	IGAD Centre for Pastoral Areas and Livestock Development
IDDRSI	Drought Disaster Resilience and Sustainability Initiative
IGAD	Intergovernmental Authority on Development
IWRM	Integrated Water Resources Management
KMP	Knowledge Management Platform
M&E	Monitoring and Evaluation

MEL	Monitoring, Evaluation and Learning
MTE	Midterm Evaluation
PPE	Personal Protective Equipment
RRF	Resource and Result Framework
RSCA	Regional Service Centre for Africa
SECCCI	Support for Effective Cooperation and Coordination of Cross-Border Initiatives in Southwest Ethiopia-Northwest Kenya, Marsabit-Borana and Dawa, and Kenya-Somalia-Ethiopia
SC	Steering Committee
SNNPR	Ethiopian Southern Nation, Nationalities and Peoples' Region
TAD	Transboundary Animal Diseases
TC	Technical Committee
TMO	Transboundary Monitoring Observatory
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme

## Executive Summary

The project “Support for Effective Cooperation and Coordination of Cross-Border Initiatives in Southwest Ethiopia - Northwest Kenya, Marsabit - Borana and Dawa, and Kenya - Somalia - Ethiopia” (SECCCI) was created in 2018, co-funded by the European Union (EU) and jointly implemented by the Intergovernmental Authority on Development (IGAD), the United Nations Environment Programme (UNEP) and the United Nations Development Programme (UNDP).

Implemented during a three-year period from February 2018 to February 2021, the SECCCI project aimed to provide technical support to national and local governments of Ethiopia, Kenya and Somalia with the overall objective of addressing the drivers of conflict and instability, irregular migration and displacement in the cross-border areas of the Horn of Africa through improved cross-border cooperation and coordination.

To deliver on these objectives, the SECCCI project focused on three cross-border clusters:

- Cluster I: Omo-Turkana at the Kenya and Ethiopia border.
- Cluster II: Marsabit-Borana and Liben at the Kenya and Ethiopia border.
- Cluster III: Mandera-Gedo-Doolow-Dawa at the Kenya, Ethiopia and Somalia border.

The SECCCI project had a particular focus on the issue of transboundary water management and supported ongoing UNEP work on transboundary arrangements for the sustainable ecosystem management of Lake Turkana and the Genale-Dawa-Jubba and the Shebelle basins.

Especially in its last implementation year, the project made significant strides towards its five outputs:

- Output 1: Policy development and mechanisms for cross-border cooperation enhanced.
- Output 2: Coordination mechanisms in support of improved cross-border cooperation in place at all levels.
- Output 3: Stakeholder capacities developed in support of cross-border cooperation.
- Output 4: Development planning processes at the cross-border level are better understood, more evidence-based, participatory and accountable.
- Output 5: Knowledge Management system captures and disseminates results and good practices and facilitates cross-border coordination and cooperation.

Due to delays in the project inception, many of the project activities could not start as outlined in the initial project multi-year work plan. Moreover, the pace of project implementation was challenged in the project’s third year due to the spread of COVID-19 in the Clusters and at the main office locations. Virus-related gathering and movement restrictions imposed by the respective governments further hampered the progress of some activities. Despite these difficulties, the project managed to attain substantive achievements.

Among these were 15 rapid information sharing workshops with over 500 participants to raise awareness over existing cross-border agreements; the preparation of a draft framework on transboundary water management; the development and implementation of a hydro-

diplomacy capacity-building programme for Somalia; the drafting of technical reports on climate, rangelands, and mapping cross-border transhumance routes; 180 individuals trained on transboundary water data, transboundary IWRM and micro-catchment planning; hotspots identified in the Lake Turkana River Basin region; two innovative [Transboundary Monitoring Observatories](#); and a Knowledge Management Portal developed.

In addition, SECCCI modelling studies, based on Earth observations, showed that Lake Turkana water levels are on the rise, not shrinking as previously thought. This new evidence of continuing rising water levels, although based on uncertain climate predictions, calls for increased cooperation between Ethiopia and Kenya, which share more than 90 percent of the basin.

The SECCCI project achievements between 2019-2021 were possible despite a number of difficulties that the project faced due to discrepancies between expectations in the original planning and implementation realities, political challenges at the diplomatic level and volatile security situations in the borderland areas, as well as operational delays that were beyond the project's control.

## **Achievements Summary**

### Output 1

- 15 Rapid information sharing workshops with over 500 participants to raise awareness over existing cross-border agreements.
- 6 Cross-border agreements summarized in local languages and broadcast on local FM radio.
- Consultations with various stakeholders on transboundary water management were held.
- 8 Draft elements for a Framework on Transboundary Water Management for Lake Turkana and its River Basins developed. These elements include 4 basin-specific apps to support transboundary water dialogue: Root Cause Analysis app, Indicator app, Planning app and Documentation app.
- Draft Framework on Transboundary Water Management prepared.
- Hydro-diplomacy capacity-building programme for Somalia developed as part of the support to sustainable development of the Dawa-Jubba-Shebelle basins

### Output 2

- 8 Cluster coordination meetings were held (3 in Cluster I, 3 in Cluster II, 1 in Cluster III, and 1 Joint Virtual).
- 3 Technical Committee and 3 Steering Committee meetings organized.

### Output 3

- 3 thematic reports produced:
  1. Annual Technical Report: Climate Component



2. Annual Technical Report: Rangelands Component
  3. Securing Cross-Border Livestock Mobility along Ethiopia and Kenya Border Areas: Case of Mapping Cross-Border Transhumance Routes and Grazing Resources
- Workshops organized:
    - 1 on downscaling of climate information and sector advisories at Cluster level.
    - 1 on transboundary rangelands and watershed management in IGAD-SECCCI Clusters.
    - 2 on water, rangeland (control of invasive species), fisheries, and peacebuilding.
    - 3 on pastoralism and transboundary dryland development.
  - 3 studies and training manuals developed:
    - Animal Production, Transboundary Animal Diseases (TADs) Control and Commodity Value Chain in the SECCCI Project Clusters.
    - Peace Building, Conflict Prevention and Conflict Sensitivity Programming.
    - Rangeland Management and Diversified Livelihoods in the SECCCI Project Clusters.
  - 1 Cluster-specific Report on Capacity Gaps in Needs Assessment and Planning.
  - 1 Cluster-specific Report on Stakeholders Mapping and Analysis.
  - 1 Capacity Development Plan for cross-border areas and cross-border planning.
  - 2 Capacity Analysis reports on transboundary water management (1 for Lake Turkana and its river basins and 1 for Somalia concerning the Jubba-Shebelle Basin).
  - Approximately 180 individuals trained on transboundary water data, transboundary IWRM and micro-catchment planning.

#### Output 4

- 2 Transboundary Monitoring Observatories (TMO) (one of the Jubba-Shebelle Basin and one of Lake Turkana and its river basins).
- 1 Desk study on Omo-Turkana, 'Support to Sustainable Development in Lake Turkana and its River Basins: Capacity Development Report'.
- 1 Ecosystems assessment on Omo-Turkana, 'Support to Sustainable Development in Lake Turkana and its River Basins. Ecosystem Services Assessment', based on 8 Field assessments in the Omo-Turkana basin.
- 1 Baseline model of Lake Turkana and its river basins.
- 1 'Scenarios, Rehabilitation Measures and Indicator Framework' report on Lake Turkana and its river basins.
- 1 Technical brief, 'Support to Sustainable Development in Dawa-Jubba-Shebelle Basins'.
- 1 Basin hotspot report produced, 'Support to Sustainable Development in Lake Turkana and its River Basins: ESS Hotspot Identification and Baseline Model'.
- 1 'Final Report on Development Plan Analysis, Needs Assessment and Cross-Border Planning Guidelines for which there were:
  - 1 Local development plans analysis report on cross-border matters.
  - 3 Integrated local needs assessments.
  - 1 Guideline on participatory planning processes and opportunities for joint cross-border planning.

- 4 Bilateral consultative workshops between state administrators and sub-national administrators.

#### Output 5

- 1 Baseline report.
- 1 Monitoring, Evaluation and Learning plan.
- 1 Final Indicators Assessment report.
- 1 Mid-Term Evaluation.
- 1 Final Evaluation.
- 1 Knowledge Management Portal established.
- 1 Final Evaluation.

#### Cross-Cutting Output

- 1 Gender mainstreaming workshop.
- 3 Awareness-raising trainings on COVID-19.

The project has made a significant contribution to the understanding of the water resources and ecosystems of Lake Turkana and its river basins. New insights are confirming that cooperation between basin countries is crucial for a sustainable future for the ecosystems and water resources (see Output 4 for all water resources reports). For a long time, it was thought that lake water levels of Lake Turkana were declining, potentially resulting in two small lakes. However, the studies by UNEP-DHI point towards an increase of lake water levels due to climate change-induced higher rainfall, with a significant risk of recurring severe flooding.<sup>1</sup> The models also show the benefits of reforestation and soil and water conservation measures. These measures may help to counterbalance the impact of climate change, albeit to a lesser extent, due to increased evaporation and less runoff from steep headwater catchments. Soil and water conservation and reforestation measures will significantly help reduce the risk of landslides and mudflows as experienced in West Pokot, Kenya. It is considered that both countries would benefit from implementing these measures. These new statistics call for a revised cooperation strategy by the basin countries.

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<sup>1</sup> It is important to note that the models used for this study, while checked and calibrated to the best extent possible, have some limitations and uncertainties.

## Project Overview

In October 2015, the European Council adopted the EU Horn of Africa Regional Action Plan and agreed to give priority to five groups of actions in the period 2015-2020, namely: regional security and stability, migration and forced displacement, counter-radicalization and violent extremism, youth and employment and human rights, the rule of law and democratic governance. It also recognized that addressing these challenges would require interventions in peripheral regions and across borders and demand a more synchronized approach to the political, development, economic, migration, gender-based and security aspects of these issues.



The EU Trust Fund Strategic Orientation Document for the Horn of Africa provides a more targeted response to tackle the main determinants of vulnerability (marginalization, exclusion, destitution) and populations at risk (particularly youth), in particular where instability, forced displacement and irregular migration are important factors.

The project “Support for Effective Cooperation and Coordination of Cross-Border Initiatives in Southwest Ethiopia - Northwest Kenya, Marsabit - Borana and Dawa, and Kenya - Somalia – Ethiopia” (SECCCI) was created in 2018, co-funded by the European Union (EU) and jointly implemented by the Intergovernmental Authority on Development (IGAD), the United Nations Environment Programme (UNEP) and the United Nations Development Programme (UNDP).

The SECCCI project contributed to EU Trust Fund (EUTF) objectives of creating greater economic and employment opportunities; strengthening resilience of communities, in particular the most vulnerable; improving governance and conflict prevention; and reducing forced displacement and irregular migration.

Implemented during a three-year period from February 2018 to February 2021, the SECCCI project aimed to provide technical support to national and local Governments of Ethiopia, Kenya and Somalia with the overall objective of addressing the drivers of conflict and instability, irregular migration and displacement in the cross-border areas of the Horn of Africa through improved cross-border cooperation and coordination.

The specific objectives of the project were:

- To strengthen regional policy frameworks, structures and protocols for cross-border cooperation between national and local governments, the private sector, civil society and international technical and financial partners in development;

- To build capacities of communities, local governments and civil society to fully engage in processes for development planning and results;
- To ensure effective cooperation and coordination, monitoring and evaluation of cross-border initiatives, including involvement of relevant national and regional actors in these processes.

To deliver on these objectives, the SECCCI project focuses on three cross-border clusters:

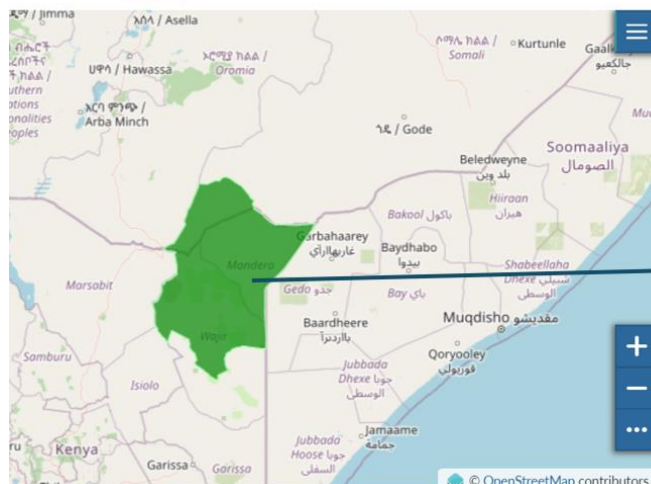
- **Omo-Turkana at the Kenya and Ethiopia Border (Cluster I)**  
South Omo is a zone in the Ethiopian Southern Nation, Nationalities and Peoples' Region (SNNPR) with a total population of 573,435 and an area of 21,055.92 km<sup>2</sup>. Turkana County in Kenya has a population of 855,399 and an area of nearly 77,000 km<sup>2</sup>.
- **Marsabit-Borana and Liben at the Kenya and Ethiopia border (Cluster II)**  
The cross-border programme interventions cover Marsabit County in Kenya and the Borana zone in Ethiopia. Marsabit County in Kenya has a surface area of 66,923 km<sup>2</sup> and is the largest county in Kenya. The county has a population of 291,166. Borana Zone in Ethiopia has a total population of 962,489 and an area of 45,434.97 km<sup>2</sup>.
- **Mandera-Gedo-Doolow-Dawa at the Kenya, Ethiopia and Somalia border (Cluster III)**  
Mandera County in Kenya comprises six electoral constituencies and 20 districts. The county has a population of 1,025,756 and an area of 25,797.7 km<sup>2</sup>. Gedo in Somalia, comprising six districts, had a population of 590,000 in 1994. (Current population figures are unknown.) Dollo in Ethiopia is in the Somali region of the country, part of the Liben zone. According to the 2007 Census, the Liben zone in Ethiopia had a population of 539,821. Currently, there are five refugee camps located in Dollo housing 174,463 refugees from Somalia,.

Key components of the SECCCI project were the issue of transboundary water management and the support for ongoing UNEP work on cross-border arrangements for the sustainable ecosystem management of Lake Turkana and the Genale-Dawa-Jubba and the Shebelle Basins. It should be noted that the geographical areas of both basins do not entirely coincide with the three cross-border Clusters. The basin areas cover Cluster I and Cluster III, but are much larger than the geographical area of the Clusters. This difference in geographical scope implies that the transboundary water components of the SECCCI project worked with a larger scope of authorities, from different administrative levels and regions.

## Cluster 3 and the basin area

### Cluster 3

Source: IGAD Geonode, retrieved 22 June 2020



### Jubba-Shebelle Basin

Source: UNEP-DHI (2020)



The implementation was closely coordinated with the national and local Governments of Kenya, Ethiopia and Somalia. The UNDP Regional Service Centre for Africa (RSCA) was responsible for project quality assurance, and an Intergovernmental Steering Committee, supported by the SECCCI Technical Committee, provided overall programme management, coordination and strategic direction and oversight of the project implementation. The Steering Committee also ensured that project objectives and goals were properly achieved. To fulfil this role, the Steering Committee met once a year to ensure coherence, review progress, adjust programming as required, and approve annual plans.

Joint IGAD-UNDP coordination offices were established on the Kenyan side of Cluster I (Omo-Turkana); on the Ethiopian side of Cluster II (Marsabit-Borana-Dawa Zone); and eventually in Dollo Ado, Ethiopia for Cluster III. For Cluster I, the project used the existing joint UN office in Lodwar, while governance capacity on the other side of the Omo border was developed. Operations of the Cluster III offices were moved to an acceptable location for both Governments, which was also closer to the border. In Cluster II, the field office was situated in the premises of IOM, and in Cluster III the field office was located on the Ethiopian side in the offices of World Vision.

In the third year of implementation, when the SECCCI staffing was complete, the project had the following human resources (*See Annex I: The SECCCI Project Organogram.*):

### Clusters:

- Three IGAD Cluster Coordinators
- Three UNDP Deputy Cluster Coordinators
- Three Drivers

- Three Administrative Assistants
- Two UNEP Cross-Border Water Coordinators (Cluster I)

**Headquarters:**

- One IGAD Project Coordinator
- One IGAD Senior M&E Expert
- One UNDP Project Manager
- One UNDP Operations Officer
- One UNDP Project Officer
- One UNDP Communication Specialist
- One UNDP Youth, Prevention of Radicalization Support Officer
- One UNDP Peacebuilding and Governance Specialist
- One UNEP Chief, Freshwater Unit
- One UNEP Associate Expert

The SECCCI project had a coordinating function to ensure effective coordination and collaboration with five other EU-funded cross-border projects operational in the Clusters where SECCCI intervened. The project was also designed to communicate and collaborate with another EU-funded cross-border project operational in the Ethiopia-Sudan Cluster (see Table 1). However, because of geographical distances, this collaboration was ultimately deemed beyond the scope of the SECCCI project.

<b>Table 1: List of other EU-funded cross-border projects operating in the Horn of Africa</b>				
<b>Nr.</b>	<b>Project name</b>	<b>Consortium lead/Implementing organization</b>	<b>Area of intervention</b>	<b>Clusters</b>
1	Omo-Delta Project (ODP)	Vétérinaires Sans Frontières-(VSF)-Germany	Economic development/Resilience	Cluster I: Omo-Turkana
2	Selam Ekisil (SEEK) Project	PACT Global (UK)	Peacebuilding and Conflict management	

3	Cross-Border Cooperation Between Ethiopia and Kenya for Conflict Prevention and Peacebuilding	UNDP Kenya Country Office	Peacebuilding/ Conflict management/ Resilient	Cluster II: Marsabit-Borana and Liben
4	Building Opportunities for Resilience in the Horn of Africa (BORESHA) Project	Danish Refugee Council (DRC)	Economic development/ Resilience	Cluster III: Mandera-Gedo-Doolow-Dawa
5	Regional Approaches for Sustainable Conflict Management and Integration (RASMI) Project	PACT Global (UK)	Peacebuilding/ Conflict management	
6	Cross-Border Collaboration Programme in Western Ethiopia and Eastern Sudan	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Economic development/ Resilience	Cluster VI: Ethiopia-Sudan border

## Context/Situational Analysis

The greatest challenges in the three countries are mainly related to fragile peace and security contexts, lower economic and human development contexts, and difficult and unpredictable climatic conditions. Violent conflict continues to be the greatest immediate challenge, leading to high levels of poverty, unemployment and displacement. Exacerbating already high tensions over natural resources in transboundary areas are the impacts of climate change, as most people in the three Cluster regions depend on rain-fed agriculture and pastoralism for their livelihoods, and many cross-national boundaries in search of water and pastures.

[In 2012, Kenya and Ethiopia signed a Special Status Agreement](#) aimed at fostering economic co-operation, emphasizing trade, investment, infrastructure, food security and sustainable livelihoods. The two countries also established the Joint Ministerial Commission tasked with driving bilateral ties, in addition to more than 30 agreements and Memorandums of Understanding (MoUs). In 2015, in collaboration with [IGAD and UNDP, Ethiopia and Kenya signed a Memorandum of Understanding for a Cross-Border Integrated Programme for Sustainable Peace & Socio-Economic Transformation](#). This builds on the Special Status

Agreement. The MoU covers the whole border area between the two countries, with a pilot phase in Marsabit County in Kenya and Borana and Leben Zones in Ethiopia. Nonetheless, it takes nearly 22 hours for people and goods to cross into Ethiopia from Kenya and 12.5 hours from Ethiopia into Kenya, according to TradeMark East Africa's 2019/2020 Innovation Resilience Recovery annual report.

Kenya and Ethiopia have been involved in Somalia's politics since its independence in 1960. For many years, they pursued a united policy. However, in 2011, Ahmed Mohamed Madobe, the president of Somalia's Jubbaland (a region in which SECCCI operated), made an alliance with Kenya. In response, Ethiopia reversed its longstanding support of regional governments of Somalia and backed the federal government in Mogadishu. This ended the Kenya-Ethiopia alliance on Somalia.

In March 2020, the ongoing dispute between Mogadishu and Nairobi escalated once again, when fighting between the Jubbaland forces and the Somalia National Army spilled into Kenya's Mandera County.

Following the clashes, the Kenyan government issued a press statement calling for the Government of [Somalia to cease "unwarranted provocations" on Kenyan territory](#). On 5 March, Kenya's President Uhuru Kenyatta and the President of Somalia, Mohamed Abdullahi Farmaajo agreed to resolve the rising tensions between the two countries and called for increased cooperation in border security, diplomacy, and trade relations.

In December 2020, Somalia officially broke diplomatic relations with Kenya, accusing it of "[violations of its sovereignty](#)". Kenya has started to withdraw troops from Somalia.

Kenya itself has also seen conflict. The Cluster III office was originally planned to be in Mandera, Kenya, but was opened in the third year of implementation in Dollo Ado, Ethiopia due to security concerns in [Mandera, which has been a hotspot for al-Shabaab violent extremism](#) since the Kenyan Defense Forces entered Somalia in 2011.

Just before the roll-out of the SECCCI project, Ethiopia swore in a new prime minister, who promised transformation, made peace with Eritrea, and helped mediate conflicts in Sudan, South Sudan, Djibouti, Kenya and Somalia. However, an anti-government insurgency in the northern Tigray Region has drawn attention and resources and raised the prospect of additional drawdowns from the country's mission in Somalia.

Despite the Government of Somalia's participation on the SECCCI Project Board (counterparts of the Government of Somalia successfully and actively participated in SECCCI's virtual Technical Committee and Steering Committee meetings in 2020), an extension of the MoU between Ethiopia and Kenya to Somalia could not be achieved. After consultations with the EU, it was agreed that an extension of the MoU to Somalia was out of the SECCCI project's scope and capacity.



### ***Environmental Challenges***

In a communiqué in March 2021, IGAD member states said the region still faces multiple challenges, including food insecurity, floods, COVID-19 and climate change, and that these have worsened livelihoods in the region.

For instance, in late December 2019, a swarm of desert locusts invaded Kenya from Somalia and Ethiopia. At the height of the infestation, 37 out of 47 counties were affected. In late 2020, a second wave of locusts hit Ethiopia, Kenya and Somalia.

Floods in the Omo-Turkana also affected the Omo-Turkana Cluster in 2019 and 2020. Settlements and infrastructure were damaged; boreholes destroyed; lives lost due to crocodile attacks; two irrigation schemes, buildings and a school submerged; boats damaged and livestock threatened. The SECCCI project provided evidence on future flooding scenarios, concluding that these types of severe flooding will become more frequent in the future.

### ***COVID-19***

Particularly in the first part of 2020, many of the project's activities could not take place as foreseen due to the movement and gathering restrictions imposed by the spread of COVID-19 in the project's Clusters. Add to this the fact that many of the project's activities consisted of trainings and community dialogues with members of local communities who often do not have access to a reliable internet connection. Nonetheless, the SECCCI project was resilient in coping with the effects on project implementation during COVID-19, and the majority of the activities were implemented during the COVID-19 pandemic.

Capacity building activities were hosted online, in-person (after the travel and gathering restrictions had been lifted) or a hybrid between online and in-person meetings. The distribution of mobile internet data bundles to participants proved to be essential in ensuring participants had strong enough connectivity to be able to take part in the remote technical training sessions organized throughout the project. The SECCCI project office in Lodwar was an important 'hub', connecting participants from Turkana County to the online workshops and trainings.



*Three-Day Training on Promoting Public Awareness on COVID-19 Prevention and Early Response, Dollo Ado Woreda. 15-17 January 2021. Photo: Mohamud Geddi, UNDP.*

In addition, with the spread of COVID-19, it was decided, in concertation with the donor, to reorient part of the visibility funds towards COVID-19-related activities. In this respect, three awareness-raising trainings on COVID-19 (one in Cluster II and two in Cluster III) were organized by UNDP. By using a variety of methods (including reading, written exercises, discussions, role plays, videos, myth busters and demonstrations), these workshops for hospital officials provided general information on the virus and its dissemination, with a special focus on measures to prevent its spread and infection. Also, UNDP procured and distributed personal protective equipment (PPE) and hand washing/sanitizing supplies to local authorities to further support these in tackling the spread of COVID-19. (See Annex XV: COVID-19 Response Training Reports.)

In addition, the project team collected and shared, for the first months of the pandemic, weekly COVID situational reports from each Cluster, which informed the COVID response.



COVID-19 PPE handing over ceremony. 24 February 2021, Lodwar, Kenya. Photo: Edwin Mangeni, UNDP

## Outputs

Due to delays in the project inception, many of the project activities could not start as outlined in the initial project multi-year work plan. Moreover, the pace of project implementation was challenged in the project's third year due to the spread of COVID-19 in the Clusters and main office locations, and the virus-related gathering and movement restrictions imposed by the respective governments further hampered the progress of some activities. Despite these difficulties, especially in its last implementation year, the project made significant strides towards its outputs, as presented in the summary below.

### Output 1: Policy development and mechanisms for cross-border cooperation enhanced.

Over the course of the three years, there were 28 public community events (including 15 rapid information sharing workshops) with a total of over 700 participants to raise awareness among the local governments and communities on the existing cross-border agreements, policies and protocols for peacebuilding and conflict prevention. These events led to the review of five agreements and information sharing on one declaration on cross-border cooperation.



*Zonal officials participating in the Rapid Information Sharing Workshop, Jinka (Cluster I), 16 November 2020.  
Photo: Cluster Coordinator Dr. Agol Kwai*

The aim of these workshops was to raise awareness of and identify possible gaps in existing cross-border Memorandums of Understanding (MOUs), Agreements and Protocols, and to formulate recommendations for implementation to the relevant higher authorities at different levels on each side of the border. In addition, by addressing the root causes of conflict and revising the existing cross-border MoUs and agreements, these forums enhanced cooperation and dialogue among local stakeholders from across the border, as well as engaged them in reaching amicable solutions. (See Annex IX: Output 1 Reports.)

Examples of topics of discussion included the dissemination of information on climate change and its effects on livelihoods in order to enhance pastoral livelihood resilience, as well as support to local authorities in formulating community plans and any other local matter that communities and authorities identified as priorities.

To improve the impact, some of the MoUs for which IGAD conducted awareness-raising activities were translated into local languages (Oromiffa, Burj, Amharic and Kiswahili) and summaries of these were broadcast on local radio stations in the three Clusters.

Due to the difficult security conditions and logistical challenges in terms of movements, these activities started in the second half of the second year of the project (July 2019).

To achieve Output I, UNDP and IGAD worked with the Governments of Ethiopia and Kenya to amend an existing MoU to secure the participation of the Government of Somalia as a full member of the intergovernmental Steering Committee.

While participation of Somalia on the Project Board was successfully achieved, it was agreed (in concertation with the EU) that an extension of the MoU to Somalia was out of the project's scope and capacity.

Nevertheless, cooperation with stakeholders on the Somalia side has been sought and facilitated throughout the project implementation and closure phase. In fact, counterparts of the Government of Somalia successfully and actively participated in SECCCI's virtual Technical Committee and Steering Committee meetings in 2020. Also, written updates on SECCCI's activities in Somalia were provided to the representatives of the Government of Somalia, and several activities were conducted with Somalia stakeholders after the successful opening and staffing by UNDP of the Cluster III office in Dollo Ado. Moreover, a tailored transboundary water management capacity development programme was developed and implemented for practitioners from Somalia.

The project components on transboundary water management in the Omo-Turkana Basin and the Jubba-Shebelle Basin have contributed to improved technical capacities to address transboundary water management. There is now greater and more robust scientific evidence on the status and future of Lake Turkana and its river basins. State-of-the art knowledge on the Jubba-Shebelle Basin has been compiled and verified by analyzing data from the TMO. This component was led by UNEP.

To deliver on the project in a timely manner, the SECCCI Team, in agreement with the EU, developed a revised implementation plan for the transboundary water components for Year 3. To ensure partners and stakeholders were consulted at every step of implementation, four Technical Committee on Lake Turkana and its river basins meetings took place. However, these meetings were with Kenyan Technical Committee members only. For several reasons, including an ongoing national consultation and capacity issues within the Ministry of Water, Irrigation and Energy, there was limited Ethiopian engagement in terms of providing input on the implementation plan and project outputs and participating in capacity-building activities. Despite various efforts by UNEP, no formal transboundary dialogues or Technical Committee Meetings on Lake Turkana and its river basins were held. However, one informal transboundary dialogue between Ethiopia and Kenya on Lake Turkana and its river basins took place in November 2019.

Despite these setbacks, the SECCCI project made a significant contribution to the understanding of the water resources and ecosystems of Lake Turkana and its river basins. For example, it was found that soil and water conservation and reforestation measures will significantly help reduce the risk of landslides and mudflows as experienced in West Pokot, Kenya and that both countries will benefit from implementing these measures.



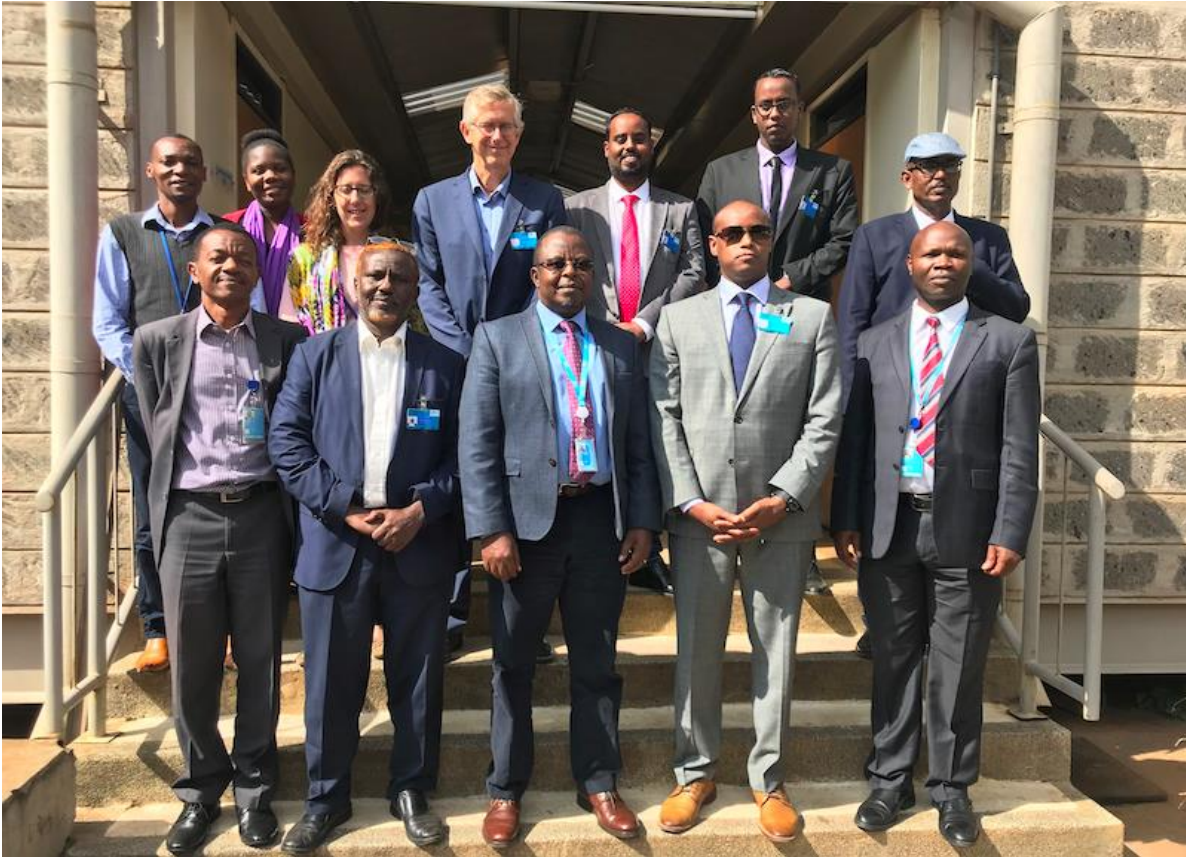
In addition, new insights are confirming that cooperation between basin countries is crucial for a sustainable future for the ecosystems and water resources (see Output 4 for all water resources reports). For a long time, it was thought that water levels of Lake Turkana were declining and becoming more saline due to the expansion of irrigation and hydroelectric projects upstream in the Omo River Basin in Ethiopia. However, studies by UNEP-DHI point towards an increase of lake water levels due to climate change, with a significant risk of recurring severe flooding. Other transboundary water management challenges for the Omo-Turkana Basin observed in the project are degradation of fish breeding sites in the delta and in Lake Turkana, flooding events in the vicinity of the lake, deforestation, and land degradation at the basin scale. These are existing challenges that are not currently targeted through efficient cooperation between the two countries. It is expected that this new understanding, supported by the SECCCI project's evidence, will be the basis for a shift in transboundary water cooperation and basin planning in Kenya and Ethiopia and in development planning.

The SECCCI project has developed eight draft elements for a Framework on Transboundary Water Management for Lake Turkana and its River Basins. If adopted by the basin countries, these elements have the potential to be a solid foundation for first steps towards transboundary cooperation. A Draft Framework on Transboundary Water Management was written and presented to the Kenyan members of the Technical Committee on Lake Turkana and its River Basins in February 2021.

In addition, [transboundary water governance tools](#) were developed, including:

1. A data portal with Earth observations (see Output 3).
2. An app for identifying root causes of environmental degradation in the basin.
3. An indicator app to (collaboratively) define indicators to monitor the environment.
4. A planning app (Decision Support System) to compare and analyze basin interventions, underpinned by a water resources model and various basin scenarios, such as water resources developments, climate change and rehabilitation measures.

Development of the improved technical capacities to address transboundary water management took a different course for the Jubba-Shebelle basins. Unlike Lake Turkana and its river basins, there was no existing joint project between the three basin countries of Ethiopia, Kenya and Somalia during Year 2 and Year 3 of the project. It became apparent that there was no opportunity to develop a joint road map between the three, or even two, basin countries. The project therefore had to take a different approach. Focus was put on (a.) improving the scientific understanding of the hydrological regimes and ecosystem services of the river basins as a basis for risk identification and decision-making on the sustainable management of the transboundary water resource; and (b.) on preparing the basin countries for dialogue (see Output 3 and 4 for a detailed description).



*Capacity Building Coordination Meeting for the Jubba-Shebelle River Basin, September 2019, Photo: UNEP*

Specific emphasis was put on strengthening Somalia's capacity to engage with other countries as an equal partner. To this end, a capacity-building coordination meeting with a delegation from Somalia was organized in 2019 to define Somalia's priorities. Technical experts were trained in October and November 2020 on collecting basin data through [the Transboundary Monitoring Observatory](#), developed as part of the project and on transboundary integrated water resources management (IWRM) in 2021. The capacity-building components for Somalia coincided with the formulation process of its Draft National Water Resource Strategy (2021-2025), which has concrete ambitions for Somalia's transboundary basin management.

#### **Output 2: Coordination mechanisms in support of improved cross-border cooperation in place at all levels.**

Over the three-year period of the SECCCI project, there were eight Cluster Coordination Meetings in all three Clusters (three in Cluster I, three in Cluster II, one in Cluster III and one joint virtual meeting involving all three Clusters).

These meetings were an important opportunity for local implementing partners to engage and learn from one another, familiarize themselves with the overall project objectives and create

synergies. The reduced frequency of meetings in Cluster III is explained by the absence of a functional office in the Cluster until the second half of the third year of implementation.

Throughout its implementation period, the project successfully organized three Technical and three Steering Committee meetings. All were attended by high-level officials from Ethiopia, Kenya, Somalia and project partners. This contributed to a better understanding of the project's elements and opportunities, and helped obtain buy-in from the three countries towards enhancing cooperation and collaboration in the borderlands and on cross-border matters. (See *Annex X: Output 2 Reports*.)

In 2020 as the COVID-19 pandemic began to spread and there were greater movement and gathering restrictions, the above-mentioned meetings were restructured to take place online.

In addition to these meetings, coordination meetings between the project's implementing partners were held monthly to discuss the implementation status of the project's activities. Many ad-hoc meetings also took place to identify issues and solutions in relation to different challenges and opportunities. UNDP also actively liaised with other EU Trust Fund-financed partners to work on synergies and avoid duplications.

### **Output 3: Stakeholder capacities developed in support of cross-border cooperation.**

In order to develop stakeholder capacities, a focus was first on producing reliable data and information. To this end, IGAD produced three thematic reports:

- Annual Technical Report: Climate Component.
  - Annual Technical Report: Rangelands Component.
  - Report on Cross-border Livestock Mobility along Ethiopia and Kenya Border Areas.
- (See *Annex XI: Output 3 Reports*)

This last one led to the identification of 24 cross-border transhumance routes as possible corridors following a transhumance routes and resources mapping validation workshop that took place in Moyale (42 participants) in July 2019. The routes were rationalized based on access to grazing and water resources, as well as on the existence of prevailing cordial relations amongst the communities, as these are elements that could serve as conduits of investment for future corridor development.

All the reports were produced with the objective of disseminating climate information and web-based rangeland predictions to decision makers before droughts and other climate events occurred in the Clusters.

Seven workshops took place over the course of the project. In September 2020, a virtual workshop, 'Downscaling of Climate Information and Sector Advisories at Cluster level' was organized by IGAD's Climate Prediction and Application Centre (ICPAC) under the framework of SECCCI. (There were 50 participants.) The workshop's aim was to facilitate the access to the value-added climate prediction services by pastoral communities in the SECCCI Clusters through

climate outlook downscaling and the issuance of sector advisories for early and effective responses.

In January 2021, ICPAC and UNEP organized a virtual training workshop, 'Transboundary Rangelands and Watershed Management in IGAD-SECCCI Clusters' (22 participants), with the following objectives:

- Explain how Earth Observation data can be retrieved and used in rangeland and watershed management in cross-border areas.
- Provide hands-on experience in forage estimation and forecasting, using the Normalized Difference Vegetation Index (NDVI) and rainfall data.
- Understand the linkages between the biophysical environment and climate indices for water management through drought analysis.
- Provide feedback, identify gaps and provide suggestions on how to enhance rangeland and transboundary water resources management.

Besides these trainings, further capacity-development workshops were implemented by IGAD on:

- ***Water, rangeland (control of invasive species), fisheries and peacebuilding (Cluster I).***  
The first of these workshops was held in August 2020 in Lodwar, Kenya (20 participants, including from county Government offices and NGO partners). The second was held in November 2020 in Jinka, Ethiopia (39 participants) to build countries' capacity on spate irrigation/receding agriculture, utilization and benefits of *Prosopis juliflora* as animal feed and human food, as well as water harvesting technologies currently being used. There was also a presentation on fodder production, value chain and marketing in the arid and semi-arid lands (ASALs), with an update on rangelands conditions and management in the Cluster.
- ***Pastoralism and transboundary dryland development (Cluster II and Cluster III).***  
These workshops were aimed at strengthening the capacity of technical officers on pastoralism and dryland development (livestock, health, conflict, natural resource management, trade and water). These were held in February 2020 in Isiolo, Kenya (16 participants), in October 2020 in Mandera, Kenya (21 participants) and in November 2020 in Dollo Ado, Ethiopia (41 participants).





*Discussion with the community elder in Katilu Sub-location about the extent to which the invasive species Prosopis juliflora (local names: etirai (Turkana); mathenge (Kikuyu)), has encroached on the Turkwel River. Photo taken at the nearby in-take canal to Smileele-Namakot Irrigation Schemes, February 2021. Photo: Jusep Ronoh, UNEP*

At the same time, IGAD successfully produced and disseminated three additional studies and training manuals: ‘Animal Production, Transboundary Animal Diseases (TADs) and Commodity Value Chain’, ‘Peacebuilding, Conflict Prevention and Conflict Sensitivity Programming’ and ‘Rangeland Management and Livelihood Diversification’. It is generally predicted that the frequency and intensity of extreme climatic events will continue to increase, contributing to further vulnerability in livestock production and productivity, rangeland degradation and recurrent conflict due to resource scarcity in cross-border areas. Therefore, these reports will guide decision-makers, academics and research institutions to take mitigation measures before climate change-induced disasters. The documents were uploaded on the Knowledge Management Portal (discussed more fully under Output 5), and hard copies were printed and distributed to stakeholders, including the regional and local governments of the respective countries.

Originally in the design of activities to achieve this output, UNDP was to provide trainings on development planning for stakeholders in the Clusters. However, due to delays, further hampered by COVID-19-related movement and gathering restrictions, this activity required re-designing.

Therefore, based on a [‘Report on Stakeholders Mapping and Analysis’](#) that was first conducted by UNDP in 2018 and then updated and completed in 2020 (along with an additional Cluster-specific stakeholders mapping—[‘Report on Capacity Gaps in Needs Assessment and Planning’](#)), a [‘Report on Capacity Development Plan’](#) was developed. Based on the gaps identified, the training proposals focused on capacity-building for moderating cross-border dialogues; strategic planning; data management and analysis; disaster risk and crisis response planning. (See Annex XI: Output 3 Reports.)



*Brainstorming session on opportunities for cross-border micro-catchment plan with representatives from authorities based in Turkana County. Side event at the transboundary IWRM seminar for Kenya, February 2021. Photo: Marijn Korndewal, UNEP*

The SECCCI project has contributed to enhancing technical capacities of national and local practitioners to carry out transboundary water management. Approximately 180 individuals from Ethiopia, Kenya and Somalia were trained on transboundary water data, transboundary integrated water resources management (IWRM) and micro-catchment planning over the course of eight months (July 2020-February 2021). This is 260 percent more than the planned number to be trained (which was 70), and was achieved in spite of gathering and movement restrictions posed by the COVID-19 pandemic. The project also increased engagement between local-, county/regional- and national-level practitioners.

10 trainings (seven for Kenyan stakeholders in Kenya, three for stakeholders in Somalia) were dedicated to two transboundary monitoring observatories ([www.omoturkana-tmo.org](http://www.omoturkana-tmo.org) and [www.JubbaShebelle-tmo.org](http://www.JubbaShebelle-tmo.org)). (These will be discussed further under Outcome 4). An additional thematic TMO training on rangelands data sets, led by IGAD, had participants from all three countries.

Each tool and app came with an intensive training course for water resources professionals, including experts from ministries, local authorities, NGOs and practitioners from Kenya and Somalia. To facilitate self-paced learning, the project created step-by-step guides and YouTube guides on how to use the data portals.

The trainings, technical brief and data portal on the Jubba-Shebelle basins provided building blocks for the implementation of Somalia's new National Water Resource Strategy (2021-2025), adopted early 2021. The strategy aims to establish a basis for transboundary water management.

In the inception phase of the capacity development programme for Kenya and Somalia, an information and reporting needs assessment was carried out. After concluding the trainings, a capacity assessment was conducted, based on information drawn from the interactions between the project team and stakeholders during the project's technical training sessions. Among the findings were:

- The project's Technical Committee Focal Point officially requested from UNEP an expansion of the training programme for the Department of Transboundary Waters, Ministry of Water & Sanitation and Irrigation of Kenya.
- Refresher sessions or sessions covering topics on demand would consolidate and enhance the benefits of using the TMO.
- A national workshop in Somalia to discuss transboundary water issues and their prioritization would be beneficial.

Additionally, 14 reports on water and ecosystems were published, presented to and shared with stakeholders. Due to challenges in organizing transboundary dialogue between the basin countries, as explained earlier, none of the reports were discussed or adopted for intergovernmental dialogues on transboundary water management frameworks.

#### **Output 4: Development planning processes at the cross-border level are better understood, more evidence-based, participatory and accountable.**

In the proposal for this output, UNDP was to prepare seven new or updated local area-based development plans with local/national authorities. However, given that these documents are developed by local and national authorities on a multi-year basis and follow specific timelines, it was decided, in agreement with the EU, that the development or update of local development plans was clearly out of the project's scope. This led to a re-design of the output activities more in line with conditions and opportunities.

As stated under Output 3, UNDP conducted a local needs assessment, which covered the project's three Clusters, along with a [Report on Stakeholders Mapping and Analysis](#), a [Report on Capacity Gaps in Needs Assessment and Planning](#) and a [Report on Capacity Development Plan](#), which focused on cross-border matters and served as the basis for 'Guidelines for Participatory Planning Processes for Joint Border Planning' in the '[Final Report on Development Plan Analysis, Needs Assessment and Cross-Border Planning Guidelines](#)'. (See Annex XII: Output 4 Reports.)

Among the recommendations to come out of these assessments were to:

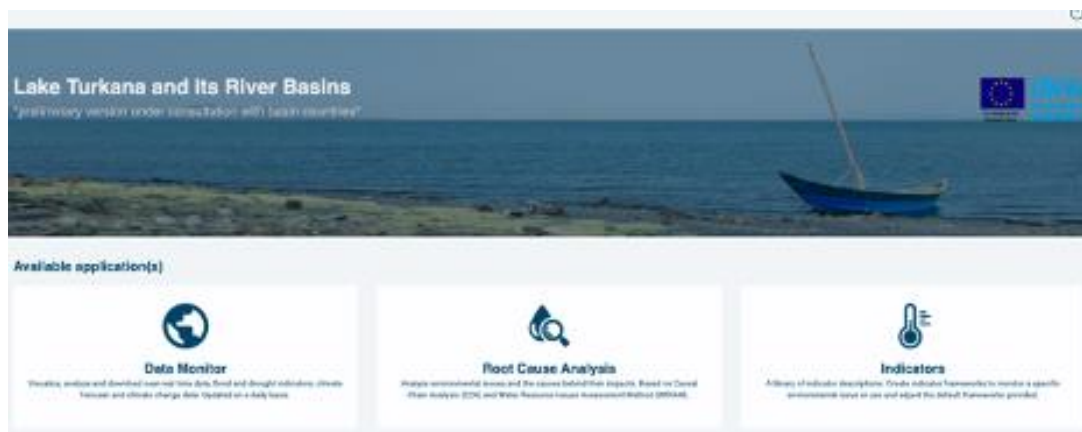
- Enhance the partnership between county government and administration offices and the stakeholders operating in cross-border areas, particularly in local development planning.
- Review existing policies and programming practices and adopt new policies that would improve the provision of appropriate services to target beneficiaries.
- Start by increasing dialogue among peace committee members who may come from different cultural groups and by increasing their awareness of the root causes of conflict when designing conflict mitigation and peacebuilding efforts oriented towards local communities.
- Focus on improving the resilience of the beneficiaries against climatic shocks and ensure ownership by the local community of local development interventions.

The revised indicators for Output 4 were (1.) scientific evidence on the status of Lake Turkana and its river basin improved, covering the water quality and quantity, hydrological regimes, and scenario modelling, and (2.) local/national authorities have developed/revised local border area development plans to address transboundary challenges and maximize the benefit of cross-border development opportunities.

The Omo-Turkana Basin provides in fresh water habitat for fishing (for consumption and sale), micro and regional climate provisioning and regulation, regulating hydrological flow (including flood control), aesthetic experiences (including national parks and tourism), scientific intellectual interactions, spiritual enhancement and a sense of identity.

The knowledge on the status of Lake Turkana and its river basin has been significantly improved through the UNEP-led components of the SECCCI project. Through the project, UNEP has developed an open-source data portal on monitoring and planning water tools for the river basins, based on Earth observations.

***New Data Show Desert Lake Levels Rising, Not Drying Up***  
(This story will be published on [www.UNEP.org](http://www.UNEP.org) by July 2021)



While many of the world's lakes are [drying up](#), Lake Turkana in arid northern Kenya saw severe flooding in 2019 and 2020, and experts say the lake's water levels, contrary to previous expectations, are rising. This revelation will impact the region's economic, social, development and political policies.

The Omo-Turkana basin's ecosystems maintain remnants of plant and animal populations rarely found in other locations, and support the livelihoods of over 15 million people. Previously, it was thought that the water levels of Lake Turkana were steadily declining due to increased irrigation and hydroelectric power projects in the Omo River Basin upstream in Ethiopia.

However, climate change scenario-modelling studies for the coming 20 years, undertaken as part of the SECCCI project, point to an increase in lake water levels and a significant risk of recurrent severe flooding due to climate change-induced higher rainfall.

"Water levels in the lake have been rising, and flooding has caused displacement and damage to pastureland and infrastructure, and disrupted fishing, but there is still a mindset in Kenya that lake water levels are constantly falling, which makes planning difficult," says Tito Ochieng, Director of Water, Turkana County (Kenya).

The new evidence of continuing rising water levels, although based on uncertain climate predictions, calls for increased cooperation between Ethiopia and Kenya, which share more than 90 percent of the basin (the remainder is in South Sudan and Uganda).

The SECCCI project also developed an open-source data [portal](#) on monitoring and planning water tools for the river basins, based on Earth observations.

***A new understanding***

The project found that local authorities in the borderland could play a key role in rehabilitating hotspots in 'sub-catchments'. Activities such as rainwater harvesting, early warning systems for floods, and rehabilitating degraded land could benefit from a borderland approach.

While the potential for unmanaged exploitation of natural resources and conflict is high, there is opportunity for collaboration, given that cultural practices often have stronger regulatory force than national laws in the region.



Innovative work has been done in terms of basin-wide monitoring of environmental and water resources parameters in the basin. In discussion with the European Union, it was agreed to implement a transboundary water monitoring observatory (TMO) based on Earth observations rather than installing monitoring stations on the ground. This was done for several reasons:

- To improve the scientific understanding of water resources, the team heavily relied on the use of Earth observation, as records from ground stations are not continuous and geographical coverage was unevenly distributed.
- The TMO also gives stakeholders from all basin countries the same level of access to the same amount of data and information.
- The data in the TMO are neutral and independent.
- The data in the TMO have more valuable information than a ground station could provide in the context of the project. Any station that would have been installed during the project implementation would only be a reliable source of data after several years in operation. Sustainability of the monitoring stations in terms of operation and maintenance after the project lifetime was also an uncertainty.
- Due to sensitivities in sharing water data and in the current state of basin cooperation, setting up a joint monitoring network was deemed premature. This is also the reason why data and data storage protocols have not been developed or approved.

The project developed two data portals: [www.omoturkana-tmo.org](http://www.omoturkana-tmo.org) and [www.JubbaShebelle-tmo.org](http://www.JubbaShebelle-tmo.org), providing 150+ Earth observation data sets for the entire basin areas. The portal on Omo-Turkana includes data generated by the project, such as land cover maps, ecosystem services maps and rangeland maps. The portal on the Omo-Turkana Basin also includes environmental analysis and planning tools, such as a root cause for environmental degradation app, an environmental indicator app and a water resources planning app. In the future, historical data and records from monitoring stations could be plugged into the portals.

The portals are also very useful in the current context of minimal transboundary water cooperation, as it allows basin countries to still access data and analyses independently. To ensure sustainability of the portals, the web portal and applications will be operated and maintained by UNEP-DHI until the end of 2025. The portals also came with an intensive training programme as described in Output 3.

As described in Output 1, 14 reports on water and ecosystems have been published, presented to stakeholders, and shared with riparian countries. The reports were co-developed with stakeholders during project consultation workshops. For the Omo-Turkana Basin, eight thematic field assessments have been executed, and these have been incorporated into an integrated ecosystem services assessment.

A baseline model on the Omo-Turkana Basin was built ([MIKE HYDRO Basin](#)). Eight scenarios on the future of the basin (now-2020) were run in the model and analyzed:

- Planned development by 2025.

- Full development by 2040.
- Regenerating natural flow conditions.
- Reforestation and soil and water conservation measures and Riparian Land Legislation.
- Transfer to Lake Logipi.
- Riparian Land Legislation.
- Climate Change 1: projection medium radiation forcing scenario RCP4.5.
- Climate Change 2: projection extreme radiation forcing scenario RCP8.5.

The scenario modelling activity led to new insights on the basin. As discussed in Output 1, the climate change scenarios project substantial rises in the water levels in the lake, with the risk of more regular flooding events around the lake. Other scenarios are projects for hydropower production, fish production and benefits of reforestation and soil and water conservation measures. The baseline model and the eight scenarios have also been integrated into the 'Planning App' on the Omo-Turkana TMO.

The project identified 16 environmental degradation hotspots in the Omo-Turkana Basin area in the 'Support to Sustainable Development in Lake Turkana and its River Basins: ESS Hotspot Identification and Baseline Model' report. During initial planning for the project, a goal was to implement pilot demonstrations to address issues identified in the hotspots. Most hotspots were visited and, in collaboration with stakeholders, an overview of potential interventions was made. Specific assessments of micro-catchment interventions were done to understand the benefits of micro-catchment planning in South Omo, Ethiopia and Turkana County, Kenya. However, the field interventions were not implemented due to project delays, delayed data on the hotspot areas and the impact of and restrictions due to COVID-19.

The SECCCI project also contributed to improved knowledge of the Jubba-Shebelle basins. A Technical Brief on Water Resources Assessment of the Dawa-Genale-LagDera-Jubba-Shebelle Basin was written with state-of-the-art knowledge on the basin area, supported by data from the TMO. The brief also revealed knowledge gaps for further work in the basin.



*Photo credit: Somali Agricultural Development Association*

Four bilateral consultative workshops between state administrators and sub-national administrators (one in Cluster I and three in Cluster III) were organized by UNDP. The aim of these meetings was to facilitate a consultative and planning framework to explore opportunities for enhanced collaboration, coordination and cooperation along the borders between communities, sub-national agencies, and central state administrators, as well as to identify possible cooperation gaps in implementing or enforcing local development policies or regional MoUs from the perspective of local and national authorities.

**Output 5: Knowledge Management system captures and disseminates results and good practices and facilitates cross-border coordination and cooperation.**

### Knowledge Management Platform

Key to delivering on this output was the launch of the online knowledge management portal ([resilience.igad.int/](https://resilience.igad.int/)), which IGAD managed throughout the project lifespan. The platform disseminated good practices and lessons learned on cross-border cooperation and resilience interventions in the Horn of Africa. Besides serving as a repository tool for all knowledge products developed by the project, the knowledge management portal also functioned as a space where online discussions on cross-border issues were launched and moderated by SECCCI.





**Table: The breakdown of the Knowledge Management Portal content**

Content-type	Number	Comments
Publications	250	5 manuals, 19 journal articles, 11 newsletters, 48 reports, 40 good practices, 15 policy briefs, 11 Drought Disaster Resilience and Sustainability Initiative (IDDRSI) Platform Steering Committee recommendations, 6 agreements, 8 bulletins, 7 communiques, 16 Country Programming Papers, 15 research articles and briefs, 12 strategies and other assorted materials.
News and stories	61	
Events	16	
Online discussions	2	Two online discussions were undertaken and moderated by the SECCCI Project Coordinator: <a href="#">How has COVID-19 pandemic affected implementation of project activities in IGAD cross-border Clusters?</a> and <a href="#">How do we realize effective and efficient use of knowledge management portal to benefit the end users?</a>
Regional projects	11	Lists of projects were conceived and contributed to IDDRSI.
Tools and information systems	5	These tools and information systems are not hosted on the portal; these entries provide links to the original sites.

IGAD will continue to manage the Platform after the project's conclusion. IGAD entered into a service level agreement with the consultancy that designed the platform, through which any additional enhancements and problem areas will be addressed. The consultancy firm also migrated the portal to IGAD's cloud hosting package to ensure that the organization would continue paying for its existence, maintenance and security. Lastly, the firm developed documentation that will provide support to subsequent administrators to independently maintain the portal from a content and technical perspective.

In 2020, SECCCI participated in the [Horn of Africa and Sahel Virtual Knowledge Fair](#), 'Promoting innovation to build resilience against climate shocks', which was sponsored by IGAD, the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) and the Food and Agriculture Organization of the United Nations (FAO). SECCCI presented at a session on 'Community peacebuilding and conflict prevention dialogues in IGAD's cross-border Clusters'.

### M&E activities

Among SECCCI's monitoring and evaluation (M&E) activities were:

- The development of a project monitoring, evaluation and learning (MEL) plan, leading to the revision of the original SECCCI indicators in order to make these SMARTer (Specific, Measurable, Achievable, Relevant and Time-Bound).
- An evidence-based baseline assessment to generate data and information for guiding SECCCI's planning, implementation, M&E processes, and results tracking planning, resulting in a final baseline report that was produced in 2019 and updated in 2020.
- A final data collection field mission that was conducted by SECCCI in 2020 in order to measure achievements (using revised indicators) in view of the project's end.
- Commissioned by UNDP, in 2020 a mid-term evaluation of the project was conducted. The evaluation's recommendations were presented and discussed during the project's second Technical Committee and Steering Committee meetings. (*See Annex VIII: Mid-Term Evaluation.*)
- A final evaluation by an external independent consultant was commissioned by UNDP.

In addition, the SECCCI Endline Assessment Report found that a higher percentage (84 percent) of key stakeholders were either satisfied or very satisfied with the SECCCI project's contribution to synergy and complementarity in cross-border cooperation. Only 16 percent were either not satisfied at all or somehow satisfied with the SECCCI project's contribution.

The level of awareness of cross-border MOUs increased by 12 percent from November 2019 until the endline (December 2020-February 2021). The level of awareness of cross-border policies increased by 10 percent, with Cluster III (Mandera Cluster) reporting the largest increase from 34 percent to 56 percent at the endline. The increased public awareness was attributed to SECCCI project public awareness campaigns, which focused on tangible issues most relevant to the lives of community members. The beneficiaries indicated that the public awareness campaigns prioritized their needs and were very clear and simple.

Various stakeholders interviewed indicated that the SECCCI project helped achieve the following outcomes:

- Enhanced social cohesion and interaction, collaboration and integration, free movement of people, increased trade, and improved livestock prices through intra- and inter-community and governmental dialogues in communities where there was conflict.
- Contributed to reduced conflicts over natural resources (pasture and water), resulting in the peaceful sharing of resources.
- Restoration of peace among conflicting communities.

- Facilitated exchange visits of the government officials and community members from both sides of the borders to share experience and solve conflicts.
- Enhanced conflict early warning and early response through peace committees and engagement of the governments.
- Reduced the number of criminal activities, e.g., livestock theft/rustling, loss of life, human and drug trafficking, and smuggling of contraband goods.
- Trained communities with rights-based approaches to conflict resolution.
- Mapping of grazing areas and migration routes.
- Enabled harmonized control of livestock diseases (vaccination).
- Legalization of cross-border grazing.
- Construction of livestock market infrastructures at Sololo and Mado Gashe.
- Enabled the sharing of cross-border social services, e.g., health and education.

<b><u>PEACEBUILDING &amp; CONFLICT RESOLUTION</u></b>	<b><u>ROUTINE DECISIONS</u></b>
<p><i>"I used this knowledge to facilitate a peace agreement with Oromo and Somali at Koket hotel."</i></p> <p><i>"I used it to broker peace between two communities living in Kenya and Ethiopia on conflict resolution."</i></p> <p><i>"It has helped us in making cross-border decisions on conflict resolution and peace."</i></p> <p><i>"As a member of civil society, I use the knowledge for advocacy and in the facilitation of the peace forums."</i></p> <p><i>"Used when making decisions on recovery and handover of stolen livestock."</i></p> <p><i>"I shared it with a staff member who was planning to travel to monitor the security situation."</i></p> <p><i>"On teaching the communities on how to use the rangeland resources together in a peaceful way."</i></p>	<p><i>"When making decisions on how to plan the daily routine activities."</i></p> <p><i>"I have used the knowledge to inform the local government on the existence of regional protocols guiding pastoral movements."</i></p> <p><i>"Used the climate information to inform the government on the predicted acute drought and impending famine."</i></p> <p><i>"Used in informing the community on sharing animal grazing pastures and other natural resource sharing."</i></p> <p><i>"I used the existing cross-border policies to provide animal traders with movement licenses."</i></p> <p><i>"I used to provide a quick response and interventions in case of disaster or hazard."</i></p> <p><i>"To inform the communities about the existence of cross-border animal and human health services."</i></p>

## **PLANNING**

*"I used the knowledge in the planning for the farming/planting before the rainy season."*

*"As a government authority, we can issue a quarantine when transboundary animal diseases are detected."*

*"I have used climate information to direct the pastoral communities to prepare for the predicted drought."*

Originally, Output 5 was created with the goal to have IGAD coordinate with the organizations of the EU's broader cross-border programme in the three Clusters, for IGAD to be responsible for developing a common programme-level logical framework to coordinate the M&E actions and for IGAD to assess and support the coordination mechanisms to be established at each Cluster level. However, the creation of a common programme-level framework to coordinate M&E actions with other EUTF projects (except the participation of EUTF projects in Cluster-level coordination meetings and Technical Committee meetings, as mentioned in the previous sections) could not be achieved. This was in part because such M&E actions were initially considered outside the scope and feasibility of the SECCCI project. All EUTF projects independently monitored and evaluated their own interventions, reporting to the EU. The absence of an enforcement mechanism towards the other EUTF-projects made it impossible for SECCCI to fulfil this coordination role.

## **Cross-cutting issues**

Although the original project document did not place much emphasis on cross-cutting issues, particularly gender equality, the project organized a three-day gender mainstreaming workshop in September 2019. The action plans developed during the workshop were put forward for discussion and validation at the SECCCI project Technical Committee and Steering Committee meetings in 2019. As a result, two gender experts, one from UNEP and one from IGAD were appointed to act as focal points for the SECCCI project. IGAD also created gender-oriented joint cross-border awareness campaigns about existing activities, e.g., disease surveillance and control and cross-border trade. In addition, the results framework was revised to include gender-sensitive indicators to measure the gender responsiveness of the project. (See Annex XIV: Gender Mainstreaming Workshop Report.)

SECCCI project partners made efforts to ensure representation of women in project activities. For example, a SECCCI collaboration with the Association of Media Women in Kenya was mainstreamed in the project's outreach efforts. Also, female community members (mostly representatives of women organizations) were invited to and participated in awareness-raising workshops on cross-border agreements organized by SECCCI (under IGAD's lead).

Community activities and events were implemented in an inclusive and participatory manner, aimed at fostering community participation, bringing together local authorities and the diverse components of civil society through the participation of local government representatives and

community beneficiaries. In adherence with the equality and non-discrimination requirements of the human right-based approach (HRBA), events included the most vulnerable groups of the local communities such as women, elders and youth.

Despite these efforts, the reality that women are marginalized and vulnerable impacted the project, as can be seen from the great gender imbalance displayed in the awareness-raising workshops, where men were the majority of participants.

### ***Creating Opportunities and Expanding Cross-Border Trade***

*Asha Golicha, 46, lived her whole life in Moyale, a small market town across the borders of Ethiopia and Kenya, some 800 kilometers south of Addis Ababa, Ethiopia's capital city. Like most women and girls in the region, Asha married young (at 16) and did not have a chance to go to school.*



*Photo: © Anna Moghilda, UNDP RSCA*

*A mother of 11, most of her family's responsibilities fall on her shoulders. Even though her family owns farmlands, Asha is only able to grow crops once every three-to-four years because of the ongoing drought in the region.*

*Therefore, to make a living, she travels 200 km every Sunday to a market where livestock is sold at cheaper prices. She buys as many cows as she can afford and resells them at a profit on the Kenyan side of Moyale.*

*"The money that we make is not that much, it is just enough to feed the kids. Sometimes when I go to the cow market, I don't even get to buy any of them. The profit is not big but every month I can get about 3000 Ethiopian Birr (\$100)," says Asha.*

*The SECCCI cross-border programme aimed to help hard-working women like Asha become more self-sustaining. The SECCCI initiative has raised awareness and promoted cross-border trade opportunities for women, such as the One Stop Border Post, allowing free movement of livestock and persons across the border. Since women are, for the most part, the ones engaged in informal cross-border trade, they are expected to benefit from such opportunities.*

*"Women play important roles in peacebuilding and are essential to creating long-term, sustainable peace. We have seen many examples of how women's peace initiatives have transcended the boundaries of nationality, religion, class, and socio-economic background in their work for peace. Empowering women in cross-border areas has also had a positive multiplier effect on poverty reduction, economic growth, government revenues and employment creation, among other factors," noted Erik Harbers, Head of Cooperation at the European Union Delegation to Ethiopia.*

## Communications and Visibility Strategy

All SECCCI-related communication activities were guided by the SECCCI Communication's Strategy (Annex II of the grant contract), which, together with the Communications Annual Work Plan for 2019 (Annex III of the grant contract), was elaborated and approved by the EU Delegation to Ethiopia in September-October 2018. (*See also Annex IV: Final Implementation of Visibility and Communications Plan Report.*)

The Strategy and Action Plan were developed based on the Article 8 of the General Conditions and Joint Guidelines on Visibility for EU-UN Actions in the Field, and following consultations with development partners (the EU, IGAD, UNDP and UNEP). This strategy consisted of one overall arching plan with ancillary communication messages related to all thematic project areas to ensure consistent and comprehensive communication that fully informed the general public and local citizens and encouraged long-term cross-border cooperation and coordination in target Cluster regions.

The overall external communication objectives were to:

- Inform direct beneficiaries, partners, stakeholders, the general public and mass media from Ethiopia, Kenya and Somalia of cross-border cooperation agreements, activities and opportunities.
- Provide a regular flow of results and accurately communicate the project's results and progress to target audiences and donors.
- Effectively communicate, promote and increase public awareness of the EU assistance and EU values.
- Ensure representatives from the partner agencies, opinion influencers and civil society representatives were well-informed about SECCCI's activities.

A communication expert was recruited by UNDP on full-time basis to manage the visibility and communication of the SECCCI project.

### Key messages

The following messages were recommended for use in communication campaigns and events:

- The EU is helping the people of Ethiopia, Kenya and Somalia to improve their lives.
- The EU is contributing to the improvement of service delivery at cross-border regions.
- The EU contributes to the development of capacities of partners in the cross-border regions to ensure sustainability.
- The EU contributes to cross-border water management and natural resources sharing.
- The EU contributes to peace development.
- The SECCCI project supports the cooperation of the partner governments (Ethiopia, Kenya and Somalia) at the national, regional and local government and community levels.

- The SECCCI project strengthens the capacities of national, local and community organizations to build greater outreach, public information and advocacy for inclusive and participatory cross-border cooperation.

Initially, some communication activities were delayed due to the severe drought in the Lodwar region. However, the biggest challenge came in the third year of implementation (2020-2021). Much of the communication activity that was planned to take place for the third year was cancelled due to the COVID-19 pandemic, including newsletters, a SECCCI magazine and press club meetings. As mentioned above, and in agreement with the EU, it was considered more relevant to reorient some of the communications funds to offer COVID-19 response support through the distribution of PPE and outreach campaigns, while maintaining the EU visibility.

In addition, due to sensitivities related to transboundary water issues in the Horn of Africa, and the strained dialogue between the two basin countries on Lake Turkana and its river basins, UNEP did deliberately not seek media attention for the project, as it could harm the cooperation process. Nonetheless, UNEP will publish a story on its main website concerning the rising lake water levels of Lake Turkana, one of the most groundbreaking results of the project. A project report will be uploaded to the UNEP-DHI website.

### Communications materials and methods

During the course of the implementation of activities, press releases were jointly planned and prepared. Similarly, project implementation and achievements were publicized on all implementing agencies' and donors' social media outlets. *(See also Annex V: Examples of Communications and Visibility Projects.)*

### Internal communication of the project

#### Mailing lists

Seven mailing lists were created to improve the effective communications among SECCCI team members with a direct connection to specific subjects and or activities in the field, and among implementing partners within the project.

#### Media monitoring

On a weekly basis, SECCCI media monitoring was produced and shared with partners and donors. This newsletter was a compilation of messages, consolidated news and information on border and borderlands matters from Kenya, Ethiopia and Somalia.

### Press releases

Over the course of the SECCCI project, four press releases were released:

- On 16-17 January 2019, '[EU – UN – IGAD Cross Border Project to accelerate 2019 cooperation between Ethiopia, Kenya and Somalia borders](#)' was published on the UNDP Somalia website.
- On 3 April 2019, '[Field Office Bordering Ethiopia and Kenya to Improve the regional cross-border cooperation](#)' was published on the UNDP Ethiopia website.



- In July 2019, '[Cross-border coordination meetings in Ethiopia and Kenya to promote peacebuilding and conflict management](#)' was posted on the UNDP Ethiopia and [IGAD](#) websites.
- On 8 October 2020, '[EU-UN Cross Border Project to open third field office in the Horn of Africa](#)' was posted on the [UNDP Africa website](#).
- In addition, on 18 June 2021, a project report entitled 'Cross-border collaboration on sustainable ecosystems services in the Omo-Turkana basin' was posted on the [UNEP-DHI website](#).
- Lastly, on 19 July 2021, a project story titled 'Climate change could spark floods in world's largest desert lake: new study' was posted on the UNEP website in [English](#) and [Kiswahili](#).

This last publication, in particular, has generated a lot of interest from Kenyan media, as listed below:

<https://www.the-star.co.ke/counties/rift-valley/2021-08-01-lake-turkana-to-flood-regularly-due-to-climate-change/>

<https://allafrica.com/stories/202108120682.html>

<https://moderndiplomacy.eu/2021/07/25/climate-change-could-spark-floods-in-worlds-largest-desert-lake/>

<https://reliefweb.int/report/kenya/support-sustainable-development-lake-turkana-and-its-river-basins-results-modelling>

<https://www.standardmedia.co.ke/rift-valley/article/2001418778/study-lake-turkana-may-survive-but-the-people-close-by-will-suffer>

### Human Interest Stories

- On 21 February 2020, a human interest story, 'Voices of Women from The Horn of Africa's Border Region', was posted on the [European Commission](#), [UNDP Ethiopia](#) and UNDP Africa websites and circulated through Twitter. The story also included a video that was posted on [YouTube](#).
- On 22 September 2020, SECCCI issued another human interest story, '[Transhumance Routes for Survival](#)', which highlighted how the project benefited the lives of pastoralists living in the Kenya-Ethiopia border region by facilitating safe cross-border movement for these people. The article was published on [the UNDP Africa](#) webpage and was widely circulated through the SECCCI Twitter account, along with email circulation.

## Press events

In order to increase the project's media reach, a journalist pool was created and following that, in January 2019, meetings with leading Kenyan journalists and the Association of Media Women in Kenya were organized.

In April 2019, a press conference was organized during the 'Regional Conference on Sustainable Peace for the Cross-Border Communities of Moyale' with Mr. Zeinu Jemal, State Minister, Ministry of Peace, Federal Democratic Republic of Ethiopia and Mr. Tuneya Hussein Dado, Chief Administrative Secretary, Ministry of Devolution and ASALs of Kenya.

The SECCCI project also attended and contributed to the launch of the newly created UNDP Africa Borderlands Centre in Lodwar, Kenya on 12 February 2021.

## Social media

### Twitter

The SECCCI project official [Twitter account](#) was created in 2018 and used to share achievements, success stories and events. In addition to sharing news on the project's progress, it also shared updates from EUTF partners. The target audiences for this messaging were both national (Ethiopian, Kenyan and Somali) and international, including the development community and donors.

### Twitter snapshot

Twitter statistics (October 2018-February 2021):

Tweets	Followers	Mentions	Profile visits
604	1224	628	3314

### YouTube

Two YouTube playlists with 16 videos were developed by UNEP, with step-by-step instructions for the data portals:

- Omo-Turkana: <https://www.youtube.com/playlist?list=PLPQBtot2gdIWjSnBUZnSyhJxRD-cnNt9k>
- Jubba-Shebelle: [https://www.youtube.com/watch?v=2ef-mNt1kLQ&list=PLPQBtot2gdIVOARcw26HBMkAlhU\\_Xi8o3](https://www.youtube.com/watch?v=2ef-mNt1kLQ&list=PLPQBtot2gdIVOARcw26HBMkAlhU_Xi8o3)

## Traditional media

*Resilience Focus Magazine* (produced by the IGAD Planning, Coordination and Partnerships Division) featured two articles about ongoing interventions of SECCCI stakeholders in Issue 6-2019 and four articles in Issue 7-2020. The articles were aimed at increasing the understanding of cross-border cooperation as one of the foundations for the successful enhancement of resilience, including improved livelihoods and increased food security for both men and women in cross-border communities in the IGAD region.

A leaflet, long banner and horizontal banner for the transboundary water components on Lake Turkana and its River Basins were developed by UNEP, printed and shared with project partners and other stakeholders. UNEP also developed flyers about their data monitor and basin modelling.

### Knowledge Management Portal

[The Knowledge Management Portal \(www.resilience.igad.int\)](http://www.resilience.igad.int) was one of the main activities of the Communications and Visibility Plan. The platform was launched in February 2020. The Portal contributed to the dissemination of gender-responsive knowledge products by the SECCCI project and the other partners of EUTF. In addition to uploading content produced by these partners, IGAD provided opportunities for the projects to share their knowledge products with regional resilience partners.

### Promotional materials

All visibility materials produced included the EU emblem in accordance with all Communication and Visibility requirements, along with the emblems of the implementing organizations and the project logo. The visibility material included:

- Word document templates and PowerPoint presentation templates.
- A photo wall and roll-up banners.
- SECCCI leaflets.
- Notebooks, pens, posters, business cards.
- Cups, USB flash drives, stickers with EU logo and wristbands.

### Effectiveness

As a result of these communications and visibility campaigns (among other methods), the level of awareness of cross-border policies increased by 10 percent overall, with the Mandera-Gedo-Doolow-Dawa Cluster at the Kenya, Ethiopia and Somalia border (Cluster III) reporting a 22 percent increase in awareness of cross-border policies. The level of awareness of the cross-border policies was higher among EUTF staff (93 percent) and least among the community (47 percent). CSO staff recorded the highest increase (62 percent) in awareness of policies' existence from 27 percent during the baseline period (November-December 2019) to 89 percent during endline.

Findings from the SECCCI Endline Assessment Report indicated that the primary sources of information about the cross-border MOUs during the baseline were public forums/barazas (28 percent), word of mouth (28 percent), and government officials (28 percent). While during the endline, the primary sources of information were public forums/barazas (27 percent), word of mouth (25 percent), and FM radio (23 percent).

The SECCCI Endline Assessment Report showed a high increase in the percentage of the population that received knowledge/information disseminated by the SECCCI project on cross-border policies from 17 percent at the baseline to 43 percent during the endline. Again, the

Mandera Cluster (Cluster III) reported the highest increase (from six percent during baseline to 85 percent during endline).

## Partners

As mentioned, SECCCI is implemented under the framework of a wider EUTF-programme Collaboration in Cross-Border Areas of the Horn of Africa Region, which functions as umbrella programme for seven cross-border initiatives (including SECCCI) that are implemented by different implementing partners. The SECCCI partnership was managed and consolidated through the organization of regular Cluster Coordination Meetings, as well as Technical and Steering Committee meetings—all involving the participation of the other EUTF-financed projects. In these meetings, particular emphasis was given to the cooperation, coordination and information sharing between implementing partners of EU-funded projects in each Cluster to ensure the coherence of the EU-funded cross-border initiative. (*See Annex X: Output 2 Reports.*)

The transboundary water components of the project benefited from partnerships within SECCCI and the EUTF networks. Some examples of information exchange and collaboration with UNEP are:

- UNEP and IGAD-ICPAC facilitated a training on rangeland management in February 2021. The workshop benefited from synergies between SECCCI outputs by UNEP (the transboundary water data portals) and IGAD (rangelands assessment and forage estimations).
- The project Building Opportunities for Resilience in the Horn of Africa (BORESHA) on the TMO.
- With the Omo-Delta Consortium in conducting field visits in South Omo.
- With the DAFNE project in exchanging data and science-based outputs.
- With UNDP on project monitoring and reporting and on field logistics in the Omo Delta area.

Also, the partnership with IGAD proved to represent a value added to the project as many of the project's activities were implemented in collaboration with IGAD's specialized agencies (e.g., ICPALD, CEWARN, IDDRSI, etc.).

The SECCCI project, during the course of 2020, developed strong synergies with the new UNDP Africa Borderlands Centre (ABC) initiative. The SECCCI Team, both at the Addis oversight and management level and in the Clusters, has supported the ABC in several activities, such as contacts with relevant stakeholders, support on the data gaps assessment in the Mandera Triangle, and general information sharing. In parallel, the SECCCI Team is receiving constant support from ABC colleagues.

The Ministry of Water, Irrigation and Energy (Ethiopia), the Ministry of Water & Sanitation and Irrigation (Kenya) and the Ministry of Energy and Water Resources (Somalia) were project partners for the transboundary water components on Lake Turkana and its river basins. Through the project, UNEP has developed a strong cooperation with the Ministries from Kenya and Somalia. The directors guided project implementation and reviewed project results. The

transboundary water workshops that were held in Kenya and Somalia in February 2021 were a result of the wish of the transboundary water directors to host national workshops with national and international experts on transboundary water. Further work, building on the SECCCI project, is being discussed with Kenya and Somalia.

## Challenges

These achievements were possible despite a number of difficulties that the project faced due to the discrepancies between the original planning expectations and implementation realities, political challenges at the diplomatic level, volatile security situations in the borderland areas and operational delays that were beyond the project's control. (*See also Annex II: Risks and Issues.*)

More specifically, the following are the key context-related obstacles that directly affected the promotion of cross-border cooperation for development:

### Legal/Political

- Regional policies that were not efficiently domesticated and harmonized.
- Conflict between customary and formal law.
- Regional cooperation mainly concentrated on peace and security without giving development due focus.
- Lack of sufficient infrastructures for animal health and common cross-border services such as human health, education and water.
- Transboundary water cooperation continues to be a sensitive topic in the Horn of Africa.

### Natural/Ecological

- Ecological and environmental degradation.
- Climate change-related disasters (periods of floods and droughts).
- The invasion of locusts in 2020.
- The COVID-19 pandemic.

### Security

- Contested borders.
- Uneven distribution of transboundary natural resources, resulting in recurrent resource competition.
- Violence among local communities.

In addition to context-related obstacles, there were several challenges in the design and implementation of the project itself:

### **Coherence and relevance**

- The project design and the implementation plan were not clear/sufficiently developed to cater to the partnership needs, given the regional contextual needs and common inter-regional goals.
- The project was implemented based on a cross-border approach, and the partners' ongoing sub-programmes and comparative advantage were not considered.
- There was no explicit context analysis or explicit analysis of member states' and regional governments' demands.
- The project took a top-down approach, supported more by the SECCCI partnerships than by the regional governments, which led to low-to-moderate political and technical commitments from the regional governments.
- The partnership was split along different hierarchical, sectoral and/or thematic lines and resulted from historical and social factors rather than a logical division of work corresponding to need.

### **Effectiveness**

- The project theory of change could have been more clearly defined, explicit, and better interlinked following the six-month inception phase.
- The desired project theory of change was ambitious, lacked clarity/logic to the anticipated change and could not be easily communicated to the larger EUTF partners and beneficiaries.
- The project activities did not explicitly enable capacities for influencing the planned results, and some of the partners did not have the local capacity to implement the planned activities.
- The budget allocated to some partners was not commensurate to achieving the anticipated cross-border activities.
- Project implementation was hindered by several logistics implementation complexities and formalities, which had been underestimated, and which were very specific to the cross-border nature of the project.
- The time frame was too short for it to be adequately owned by the regional governments. Likewise, the roles of the regional governments were not clear.

### **Sustainability**

- The project had no formal, explicit exit strategy at the start. The one developed later did not have an adequate budget and time to implement some of the proposed activities in order to create synergies and complementarities with existing structures and ongoing interventions.
- Some elements that could have contributed to sustainability were missing at the design stage, and other elements were designed but not implemented, especially on strengthening the cross-border planning.
- The project was not designed to influence policymaking, which is an essential factor in the sustainability of the actions.

## Lessons Learned

*(See also Annex XVI: Lessons Learned Reports.)*

### Coordination

- **Roles and responsibilities among IPs need to be clearly defined from the beginning.**
- **Take into consideration the possible difficulties that may arise from multiple partners and multiple geographies.** This is critical when implementation of a project depends on multiple stakeholders at regional, national and local levels, and is carried out by different teams that are situated in different countries and work in offices at both regional and field level.
- **A coordination project must have adequate resources (including staffing) and an enforcement mechanism** to coordinate other projects implemented by partners. In addition, it is probably too ambitious to have a project that serves both as a coordination as well as an implementation entity at the same time, if adequate resources are not considered.
- **Conduct regular coordination meetings** (e.g., quarterly Cluster Coordination Meetings) with all stakeholders to jointly identify the challenges, review the status of the project implementation and ensure the beneficiaries' commitment and understanding of the project's mission. For the SECCCI project, regular coordination meetings among the implementing partners—and sometimes also the donor—proved to be key to tracking the project's progress and implementing activities in a coordinated way.

### Project governance

- **Procurement, staff recruitment and office arrangements** should be made at the project inception stage and anticipated as much as possible to avoid delays.
- **Financial disbursement modalities need to be harmonized across partners** implementing the same project through a realistic financial management process (e.g., disbursement against spent ratio, timely funds release, cash flow availability, timely reporting by IPs and own funds management).
- **Do not have project governance structures that are too complex** in terms of responsibilities and funding agreements. These lead to time-consuming bureaucratic processes and unclear roles and responsibilities.
- **Donors should adopt a regional, rather than country perspective, when managing transboundary projects.**



## Design

- **Plan adequate and realistic human and financial resources support at the design stage.**
- **Negotiate longer-term projects when these need to be implemented in new and complex contexts.** Also take into account the necessary time to set up coordination mechanisms between implementing partners and their local networks.
- **Consider operational challenges related to cross-border work** when working in two or more countries with different procedures/permissions and security levels (e.g., border closures, security issues, authorization for vehicles, remoteness of offices, etc.). Also, the **need for presence on all sides of the borders** should be considered to ease all project movements and operations.
- **Consider the possible structural limitations of Cluster offices**, characterized by long distances from the decision-making centers, inadequate office facilities (e.g., frequent power outages, poor or no internet connectivity) and security issues.
- **Conduct a risk analysis.** Any programme aimed at implementing cross-border work should conduct a thorough risk analysis, including the risks of not being able to implement across the border(s) as planned (e.g., due to possible border closures, political incidents, security issues, remoteness of offices, poor infrastructure of office facilities, etc.) and develop agreed options for alternative programming (“Plan Bs”) for these types of scenarios.
- **Adapt the budget and timeline to the project’s scope.**
- **A realistic financial management process** such as disbursement and spend ratio, timely funds release, cash flow availability, and timely two-way communication will support project management. IGAD had no reserve funds to act as a buffer when there were delays in funding availability.
- **Ensure the beneficiaries’ commitment towards the project’s objectives.** Partner countries’ ownership over the project’s mandate and the relationship between governments should be thoroughly investigated in the inception phase. Also, consider having partner governments contribute (financially or in-kind) to the project, as this helps establish commitment, involvement and accountability.
- **Incorporate cross-cutting themes (e.g., gender, human rights, 2030 Agenda, etc.)** at the project design stage in indicators, targets and interventions across the project’s results chain.
- **Analyze the institutional and project landscape at the design of the project to benefit from the existing experiences and partnerships.** This could be done through a stakeholder’s mapping exercise to be conducted during the project’s inception phase.

## **Implementation**

- **Consider partnering with local NGOs to overcome limitations linked to bigger organizations' more cumbersome procedures.**
- **Further leverage existing partnerships between implementing partners** (e.g., UNEP and UNDP), building on each partner's respective mandates and strengths to foster initiatives and activities that can be implemented more quickly and reduce duplication of efforts.
- **Form consortia** among different implementers to meet community needs that might go beyond the mandate/resources of individual organizations.
- **Promote community-level consultations and engagement** in needs assessments and strategic planning, as this is critical in effective project design and implementation and in allowing communities to play an active role in peace and resilience building.
- **Strongly involve local/national governments in planning and implementation**, as these are key in addressing some cross-border issues and their involvement is a way for promoting mutual interests.
- **Adopt and use existing structures** (e.g., IGAD centres, peace committees, MoUs, community declarations, etc.) to avoid duplications and save time and resources that would be needed to build new structures.
- **Engage in all-inclusive planning** that involves all actors (governments, NGOs, communities) who are key to promoting peacebuilding and conflict prevention.
- **Build trust in transboundary water cooperation.** Addressing high-level political tensions may simply be beyond the scope of a single project. To address this, alternative ways of advancing capacity and increasing the likelihood of transboundary collaboration should be explored. These may include national level workshops; local level, cross-border initiatives and activities; and a focus on technical aspects. It may also involve increasing capacity for national level, sub-basin management.
- **Stakeholders from all levels should be involved** (grassroots, regional, national and international). The local level is often overlooked, but this level is crucial in identifying environmental issues, awareness creation, mobilization and data collection. Local level stakeholders are also often implementers of project results.
- **Use independent, open access remote sensing data** (much of it available in near real-time) to help build trust in transboundary situations and provide some data where ground level monitoring is insufficient. Nonetheless, improving in-situ, joint monitoring arrangements should be a long-term aim.
- **Manage bilateral expectations with donors, as well as project partners**, especially in transboundary water projects that can take decades to take shape. Having a focal point with the donor with good knowledge of transboundary water and water resources management worked well in managing expectations and in finding ways to "pivot" project activities.

## Recommendations

It is recommended that the project should organize a stakeholder's workshop to share the successes and lessons learned and to deliberate the future course of action for a wider scale replication.

UNDP, UNEP and IGAD should develop a robust resource mobilization strategy to generate further external financial resources to replicate and scale-up peace and development-related interventions in the border areas.

Future projects of this kind should duly incorporate all cross-cutting themes in the project design at the time of the project's formulation. The project design should include relevant cross-cutting indicators, targets and interventions across the project results chain.

The Kenyan members of the Technical Committee on Lake Turkana and its River Basins also recommend further work to be done in the basin. Some examples of their recommendations for the future are:

- Establish a centre on data exchange.
- Conduct studies on habitat and biodiversity loss, beyond just fish, due to erosion and pollution.
- Explore the potential of Lake Turkana as a UNESCO Heritage Site and the implications of such a status.
- Support the work with more statistics on climate change, clustering a large number of scenarios with likelihoods and confidence into the different scenarios.
- Explore the impacts of charcoal production as part of the larger discussion on hydropower.
- Conduct livelihood mapping to identify alternative incomes to safeguard the environment and reduce degradation.

For both the Omo-Turkana as well as Jubba-Shebelle Basins, there is a need to further build on the data, modelling, findings and strengthened capacities that are now available because of SECCCI in order to advance transboundary cooperation and improve transboundary diplomacy in these countries.

## Assets Management

In agreement with the donor and to avoid underestimating complexities in the closure phase, a five-month closure period was planned, and in line with the timeline defined by article 9.3 of the Delegation Agreement, the project team presented to the Project Board an Assets management plan. The plan was discussed during the last Project Steering Committee Meeting of May 10<sup>th</sup>, 2021, and further refined through a dedicated meeting between UNDP and IGAD held on July 22<sup>nd</sup>, 2021. (*See Annex XVII*)

## Financial Overview

NB: As agreed with the EU delegation to Ethiopia's SECCCI Focal Point, the Financial report will be shared in due course as a separate submission, as soon as all accounts have been closed and all accounting operations for all implementing partners finalized.

Initially, the total cost of the Action was estimated at \$10,050,311, as set out in Annex III of the Delegation Agreement. The Contracting Authority undertook to provide an EU contribution up to a maximum of EUR 7,706,082 (estimated at \$9,571,724 at the time of the signing of the Agreement).

Due to COVID restrictions, delays and re-estimations of what could realistically be achieved in the third year of the project, the overall project budget was amended. For instance, budgets for meeting costs in the Jubba-Shebelle Basins were not spent in full, as the basin countries expressed, they were not to be prepared for bilateral or tripartite meetings at this stage. In addition, as stated earlier, the project reoriented part of its visibility funds towards COVID-19-related activities. Despite the reduction, reorientation and very consistent implementation efforts, a balance of funds will still remain. These funds will be returned to the donor.

UNEP exceeded the pledged co-funding contribution (pledged co-financing was \$119,647, and actual co-financing was \$833,729). Additional resources were provided by the Government of Israel, through MASHAV, to host a two-week transboundary water seminar in Israel in December 2019, with a delegation of 10 water experts from Ethiopia and 10 water experts from Kenya. The network and knowledge from this seminar were instrumental for the implementation of the SECCCI project.

## Next Steps

Considering the remarkable progress made by the project in terms of quantity and quality of implemented activities, it is important that all necessary efforts and resources are put into continuing this positive momentum.

A closure plan was developed that included, among others, the following future opportunities:

- To exploit the increased political interest in cross-border initiatives.
- To widely share and disseminate the project's lessons learned to inform future cross-border initiatives in the area.
- To organize consultation workshops between SECCCI partners interested in collaborating on future cross-border initiatives (e.g., IGAD, UNDP Africa Borderlands Centre).
- To upload all project-related material on the SECCCI Knowledge Management Portal and Water Monitoring Observatory Portal, share it with relevant stakeholders and ensure the portals' sustainability beyond project closure.
- To liaise closely with UNDP's Africa Borderlands Centre for it to build on SECCCI's knowledge for future programming.
- To build on the SECCCI water components to enhance cross-border water cooperation to address pressures on national resources. Also, to incorporate solid environmental components in possible new projects and exploit opportunities for cross-border natural resources management and monitoring.

*(See also Annex XVIII: Project Quality Assurance Assessment: Closure.)*

Several processes will continue some of the SECCCI activities under different forms (e.g., a possible UNDP Africa Borderlands Centre-IGAD cross-border project). It is important to start consultations with stakeholders on possible new cross-border interventions in the area. Thus, it was recommended to organize a consultation workshop between UNDP's Africa Borderlands Centre and IGAD or any other partner interested in collaborating on future cross-border initiatives. At the time of this reporting, such a workshop is being planned to take place in Naivasha, Kenya 22-25 June 2021. (Given the rules and regulations of the Delegation Agreement between the EU and UNDP on SECCCI, this is fully financed by UNDP. ) In addition, there are two initiatives being currently discussed, one in the Mandera Triangle and another in the Karamoja Cluster (Cluster I).

Also, for a follow-up project, it is recommended that a solid environmental component be incorporated into any new project, as natural resources have been long-standing catalysts for conflict in the borderland area, because ecological boundaries do not coincide with political and community boundaries. There are opportunities for cross-border natural resources management and monitoring, such as through cross-border sub-catchment plans, joint environmental monitoring, joint studies between local authorities, joint ecosystem rehabilitation and management projects and cross-border learning initiatives, such as on rainwater harvesting techniques. There is a need to support technical officers on both sides of the border in managing natural resources across the border.

## Annexes

### **Annex I: SECCCI Project Organogram**

### **Annex II: Risks and Issues**

### **Annex III: Indicators-Based Performance Assessment**

### **Annex IV: Final Implementation of Visibility and Communications Plan Report**

### **Annex V: Examples of Communications and Visibility projects**

### **Annex VI: Annual Reports**

SECCCI Annual Report Year 1

SECCCI Annual Report Year 2

### **Annex VII: Annual Financial Reports**

SECCCI Annual Financial Report Year 1

SECCCI Annual Financial Report Year 2

### **Annex VIII: Mid-Term Evaluation**

### **Annex IX: Output 1 Reports**

Annual Technical Reports

Cluster I Annual Technical Report 2019

Cluster II Annual Technical Report 2019

Cluster III Annual Technical Report 2019

Cluster I Reports

Cluster I 14.08.2020 Rapid Information Sharing Report, Lodwar

Cluster I 16.11.2020 Rapid Information Sharing Report, Jinka

Cluster I 11-12.07.2019 Community Dialogues Report, Turkana

Cluster II Reports

Cluster II 05.02.2020 MoUs, Agreements Awareness Raising Report

Cluster II 11-14.12.2019 Rapid Information Sharing Report

Cluster II 29.10.2020 MoUs, Agreements Awareness Raising Report, Moyale

Desk Study of the Water Resources of the Genale-Daua-Juba-Shebelle River Basin

Draft Framework on Transboundary Water Management

Establishment of the Online Portal (Jubba-Shebelle)

Jubba-Shebelle Step-by-Step Guides

Step-by-Step Climate Hazard DJS

Step-by-Step Climate Forecast DJS

Step-by-Step Introduction Data Monitor DJS

Short Exercise RCA

Report of the TC Meeting Naivasha, Kenya 19-20 Sept 2019

Report of the TC Meeting Lake Turkana and its River Basins Feb 2021

Review Desk Study Somalia SECCCI

Technical Brief Dawa-Genale-LagDera-Juba-Shabelle Basin

TIWRM Seminar Report Somalia

TIWRM Seminar Somalia Appendix D

Transboundary Integrated Water Resources Management Seminar Kenya

TIWRM Seminar Report, Nairobi



TIWRM Seminar Nairobi Appendix E  
[Transboundary Monitoring Observatory - Data Portal - Jubba Shebelle](#)  
[Transboundary Water Governance Tools - Lake Turkana and its River Basins:](#)  
[Planning Application](#)  
[Indicators Application](#)  
[Root Causes Analysis Application](#)  
[Documentation Application](#)

#### **Annex X: Output 2 Reports**

Cluster Coordination Meeting (CCM) Reports  
Cluster I CCM Report 18.06.2020  
Cluster II CCM Report 12.06.2020  
Cluster III CCM Report 23.06.2020  
SECCCI Joint CCM Report  
SC Meeting Minutes  
1<sup>st</sup> SECCCI Steering Committee Meeting Report  
2<sup>nd</sup> SECCCI Steering Committee Meeting Report  
3<sup>rd</sup> SECCCI Steering Committee Meeting Report  
TC Meeting Minutes  
1<sup>st</sup> SECCCI Technical Committee Meeting Report  
2<sup>nd</sup> SECCCI Technical Committee Meeting Report  
3<sup>rd</sup> SECCCI Technical Committee Meeting Report

#### **Annex XI: Output 3 Reports**

Annual Technical Reports  
Annual Technical Report: Climate Component  
Annual Technical Report: Rangelands Component  
Capacity Assessment Note (Support to Sustainable Development in Lake Turkana and its River Basins)  
Capacity Development Plan  
Capacity Gaps in Needs Assessment and Planning  
Capacity Development Workshop Reports  
Cluster I Capacity Development Workshop Report, Lodwar 27-28.08.2020  
Cluster I Capacity Development Workshop Report, Jinka 17-18.11.2020  
Cluster III Capacity Development Workshop Report, Mandera 03.10.2020  
Cluster III Capacity Development Workshop Report, Dollo Ado 11.11.2020  
Guideline for Joint Monitoring Plan  
IGAD Animal Production, Transboundary Animal Diseases (TADs) Control and Commodity Value Chain in the SECCCI Project Clusters  
Peacebuilding, Conflict Prevention and Conflict Sensitivity Programming Study  
Rangeland Management and Diversified Livelihoods in the SECCCI Project Clusters  
Securing Cross-Border Livestock Mobility Along Ethiopia and Kenya Border Areas: Case of Mapping Cross-Border Transhumance Routes and Grazing Resources  
SECCCI-ICPAC IGAD Climate Services Downscaling Workshop Report

Stakeholders' Mapping and Analysis Report

[Transboundary Monitoring Observatory - Data Portal - Lake Turkana and its River Basins](#)

Step-by-Step Guides (on the Transboundary Water Monitoring Observatory Portal)

- Short Exercise Data Rangelands Omo-Turkana

- Step-by-Step Climate Hazard Omo-Turkana

- Step-by-Step Climate Forecast Omo-Turkana

- Step-by-Step Drought Hazard Omo-Turkana

- Step-by-Step Introduction Data Monitor Omo-Turkana

- Step-by-Step Introduction Water Indicator Omo-Turkana

- Step-by-Step Planning Omo-Turkana

Workshop presentations and reports (on the Transboundary Water Monitoring Observatory portal)

- TMO Sessions 1 and 2 Report

- TMO Sessions 3 and 4 Report

- TMO Sessions 5 and 6 Report

- TMO Session 1.pdf

- TMO Session 2.pdf

- TMO Session 3.pdf

- TMO Session 4.pdf

- TMO Session 5.pdf

- TMO Session 6.pdf

- Workshop Exercise Planning

## **Annex XII: Output 4 Reports**

Development Plan Analysis, Needs Assessment and Cross-Border Planning Guidelines

Bilateral Cross-Border Meetings

- Cluster I Bilateral Cross-Border Meeting 14.10.20 Virtual

- Cluster III Bilateral Cross-Border Meeting 6.11.20 Dollo Ado

- Cluster III Bilateral Cross-Border Meeting 30.11.20 Gedo

- Cluster III Bilateral Cross-Border Meeting 15.11.20 Mandera

Desk Study (IWMI, 2019)

Review of desk study (UNEP-DHI, 2020)

Ecosystem Services Assessments

- Lake Turkana Fluctuation

- Omo Local Resource Governance

- Omo-Turkana Bias Correction CHIRP Rainfall

- Omo-Turkana Erosion Severity

- Omo-Turkana LULC-ESV

- Omo-Turkana Shallow Groundwater Rapid Assessment

- Omo-Turkana Shallow Groundwater Suitability

- Omo -Turkana Streamflow Gauging Stations

- Final ESS assessment (UNEP-DHI, 2020)

  - ESS Assessment\_aux

  - ESS Assessment\_T.docx

ESS Assessment\_T.pdf  
Overview of Ecosystem Services  
Hotspot identification  
    Appendix B Hotspot Workshop Report  
    ESS Hotspot Identification and Baseline Model.docx  
    ESS Hotspot Identification and Baseline Model.pdf  
Planning Decisions on Pilot Rehabilitation Measures  
    Draft Workshop Program Scenario Indicators  
    Scenarios, Rehabilitation Measures and Indicator Framework  
Water Resources System Modelling  
    Basin Modelling and Prioritization of Rehabilitation Measures Report  
Field interventions  
    Land Degradation Rehabilitation South Omo  
    Lessons Learned from Field-Based Activities in South Omo  
    Opportunities for Rehabilitation Measures in Hotspots South Omo, Turkana  
    SWOT Cross Border Sub-Catchment Development Plan

**Annex XIII: Output 5 Reports**

SECCCCI Baseline Report  
SECCCCI Monitoring, Evaluation and Learning Plan  
SECCCCI Final Indicators Assessment Report

**Annex XIV: Gender Mainstreaming Workshop Report**

**Annex XV: COVID-19 Response Training Reports**

Cluster II COVID-19 Response Training Report  
Cluster III COVID-19 Response Training Report, Dollo Ado  
Cluster III COVID-19 Response Training Report, Mandera

**Annex XVI: Lessons Learned Reports**

SECCCCI Lessons Learned Report  
IGAD Lessons Learned Report  
UNEP Lessons Learned Report

**Annex XVII: Assets Management Matrix**

**Annex XVIII: Project Quality Assurance Assessment: Closure**

**Annex XIX: Sustainability, Operation and Maintenance Report**